

# Diversity and Equity Strategic Plan 2009-2014

*Presented by the City of Eugene*

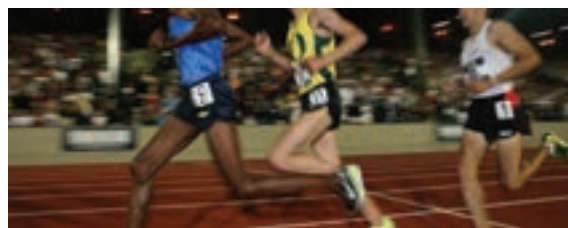
Who We Are



How We Learn



How We Lead



How We Interact



City of Eugene  
777 Pearl Street Eugene, Oregon, 97401 USA  
541.682.5010

# Welcome

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## ***Welcome to the City of Eugene's Diversity and Equity Strategic Plan 2009 – 2014.***

It is important to us that all who want access to our Plan are able to do so. Please contact us if you need help reading or translating any portion. We can provide this information in a variety of formats:

- ◆ in large print
- ◆ in Braille
- ◆ on audio tape
- ◆ as a computer file
- ◆ in any other way that will help you access it.

Contact the City of Eugene Equity and Human Rights Center with questions at 541-682-5177 or ***equityandhumanrightscenter@ci.eugene.or.us*** or visit ***www.eugene-or.gov/diversity***.

Please contact Equity and Human Rights Team 541 682-5177 to tell us what you need.

# Thank You

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The Diversity Advisory Council would especially like to thank former City of Eugene staff members Lauren Chouinard and Jason Mak, as well as the many other staff and community members whose leadership and contributions informed this plan.



*Photo courtesy of Patricia Cortez*

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*Photo courtesy of Patricia Cortez*

# City Council Vision for City of Eugene 2009

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- ◆ **Value** all people, encouraging respect and appreciation for diversity, equity, justice, and social well-being. We recognize and appreciate our differences and embrace our common humanity as the source of our strength;
- ◆ **Be responsible** stewards of our physical assets and natural resources. We will sustain our clean air and water, beautiful parks and open spaces, and livable and safe neighborhoods; and foster a vibrant downtown, including a stable infrastructure;
- ◆ **Encourage** a strong, sustainable and vibrant economy, fully utilizing our educational and cultural assets, so that every person has an opportunity to achieve financial security.



*State of the City Event, 2009*

# A Message from the City Manager

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**Jon Ruiz**  
*City of Eugene Manager*

The completion of the City of Eugene's Diversity and Equity Strategic Plan (DESP) marks an exciting milestone in our ongoing work to meet the diversity and human rights goals and needs of the City organization. This plan, initiated by the City Council Committee on Race, is the product of hard work by many inside and outside the organization, including the City's Diversity Advisory Council, diversity committees in each City department, the University of Oregon Community Planning Workshop and many community members who gave their time, talent and energy to this process. The dedication of these individuals has resulted in this set of practical guidelines that will support the broad range of City efforts to meet the needs of a diverse and changing organization and community.

In my first year as your City Manager, I've been moved by the depth of passion demonstrated by community members on a variety of issues. People in our community are knowledgeable on a wide range of topics and are committed and willing to become and stay involved. This high level of engagement is remarkable, and makes for a richer, more vibrant city. Fortunately, our highly-skilled, energetic and creative employees have equal passion for this community and for their work to support it.

The City of Eugene has a long-standing commitment to human rights and diversity, as evidenced by the work of our Human Rights Commission and staff since the late 1980s. At times over the years, we have wrestled with how to better address community and organizational concerns and needs. This plan is one important part of how we are working in new ways to listen and provide service in multiple ways so that the voices of all are heard. We are having different conversations, trying new things, inviting new voices to the table, and using our past experience to help us realize our goals.

The Diversity and Equity Strategic Plan (DESP) will guide our efforts to ensure that the City organization provides access, removes barriers, and is inclusive of all community members and employees. It provides useful tools that will help us further incorporate our core values into all our work serving the community. Diversity and human rights should no longer be viewed as "programs," but as core values integrated into the very fiber of the organization. In addition to the overarching, explicit values of access, equity, and human rights, you will see the principles of accountability, collaboration, engagement, innovation, stewardship and sustainability woven throughout the plan's goals and action items. These are the ideals that we honor – the values that exemplify who we are and who we choose to be as an organization.

Change requires time and concerted effort. This plan is a guideline—a living document infused with the wisdom of many members of our organization and community. The Diversity and Equity Strategic Plan is a move toward shared responsibility for becoming the organization we envision. This is not an end, but an exciting next step forward.





*Human Rights City Summit, Nov 2007*



*Skinner Butte Park*



*City Staff working a United Way Day of Caring Event*

# Who We Are

A community of various races, ethnicity, ages, physical and mental considerations, classes, faiths, familial status, gender, origins, educational levels, vocations and sexual orientations.

# The Plan's Foundation

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As a municipal government, we recognize our position of power and privilege and the influence of our actions on our community.

*As the first step, the City solicited feedback from employees, community members, and an outside diversity consultant to assess successes, barriers, and opportunities. Based on the information provided, the City adopted a vision that recognizes diversity and equity as the cornerstone of excellence in effective public service. The feedback confirmed both a commitment to diversity and equity and a need for a more strategic and coordinated program to better align the City's mission and vision with it's work.*



*Our many bike paths*



*Eugene Fire Department*



*Earth Day clean-up*



*City of Eugene Fire Department*



*A view of Eugene*



# Diversity and Equity Strategic Plan Goals

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*The DESP contains specific Action Items, Assigned Leads (City groups who are responsible for handling and reporting on specific Action Items) and Measurements to address the following six Goals:*

## Leadership

Demonstrate strong leadership and organizational commitment to diversity and equity.

## Capacity

Increase our capacity to become a more culturally competent organization and community. Respect and empower employees in developing programs and setting policies.

## Workforce and Work Environment

Achieve and maintain a workforce reflecting our community and create a work environment to support all employees.

## Service Delivery

Ensure that City services are accessible, inclusive and equitably provided.

## Communication and Engagement

Communicate openly, respectfully and effectively with the community.

## Measurement and Accountability

Measure our performance to ensure our efforts effectively lead toward established goals.

# Leadership

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## ***Demonstrate strong leadership and organizational commitment to diversity and equity.***

*We recognize that, as a government organization, we must take positive measures to promote equity for all and eliminate discrimination. Through our leadership, we will communicate a compelling vision for diversity and human rights that employees can embrace and community members will understand and trust. We will translate these values into action by integrating them into our programs, processes, advisory groups, policies, plans and services.*

### **Action Item – 1.1**

Ensure plan implementation by factoring diversity and human rights issues into City priorities.

**Assigned Lead(s)** Joint Executive Division Managers (JEDM)

#### **Measurements**

- a. At the end of year 1, each department will complete a specific department plan for integration of Diversity and Equity Strategic Plan goals.
- b. Creation of an annual Joint Executive Division Managers (JEDM) equity and diversity meeting will be held for department leadership to share their achievements on their plans.
- c. Look for places to strengthen connections with existing plans and groups, such as the Sustainability Board.

### **Action Item – 1.2**

City Leadership regularly speaks to diversity and issues of social equity.

**Assigned Lead(s)** Council and Executive Team

#### **Measurements**

- a. In year 1, Executive Team identifies agreed-upon core message points, diversity/social equity terms and definitions to use in future messaging.
- b. Performance measures for each member reflect this expectation and provide feedback on their efforts.

### **Action Item – 1.3**

Develop a strategy to ensure that City Boards and Commissions are representative of the demographic diversity of our community.

**Assigned Lead(s)** Council and City Manager's Office

#### **Measurements**

- a. Examine and assess current board and commission membership by end of year 1.
- b. Each board or commission will reach demographic representation levels of at least 60% of availability by 2010 and 80% by 2013 in terms of Race and Ethnicity, Gender, disability, representation by ward, income level, and other measurable demographics.



*City of Eugene Fun For All program*

#### **Action Item – 1.4**

Complete and put into action the Hate Incident Response Plan.

**Assigned Lead(s)** City Manager's Office and Human Rights Commission

#### **Measurements**

- a. Full implementation by year 1 with responses tracked and regular review of plan's effectiveness completed annually.

#### **Action Item – 1.5**

Develop an annual opportunity for leadership to listen to community needs.

**Assigned Lead(s)** Equity and Human Rights Board and Human Rights Commission

#### **Measurements**

- a. Sixty percent of participants rate event as satisfactory and better, with level increasing each year.

#### **Action Item – 1.6**

Create a plan to integrate Human Rights City concepts into City policies and procedures.

#### **Assigned Lead(s)**

Equity and Human Rights Board, Human Rights Commission and City Manager's Office

#### **Measurements**

- a. At the end of year 2, the Equity and Human Rights Board leadership presents plan to Executive Managers and Human Rights Commission for review and steps for implementation.

# How We Lead

By practicing and promoting equity, social justice, innovation, stewardship, human rights, learning, sharing, teaching, acceptance and understanding.

# Capacity

***Increase our capacity to become a more culturally competent organization and community. Respect and empower employees in developing programs and setting policies.***

*We will treat all people with dignity and respect, and continuously monitor our programs and policies to provide a platform to increase awareness between City leadership, City staff and community members that everyone has something valuable to offer.*

## Action Item – 2.1

Audit City policies and practices to ensure alignment with applicable laws relating to all protected classes.

**Assigned Lead(s)** Human Resources and Equity and Human Rights Board

## Measurements

- a. Completion of alignment by year 3, with a schedule of regular future reviews.
- b. Changes will be communicated at Joint Executive Division Managers (JEDM) diversity and equity meeting.

## Action Item – 2.2

Develop an accessibility coordination plan and identify an Accessibility Coordinator to focus on American's with Disability Act (ADA) compliance and internal and external universal access issues.

**Assigned Lead(s)** City Manager's Office and Executive Team

## Measurements

- a. Plan completed and recommendations implemented by year 2.

## Action Item – 2.3

Infuse strong leadership message on diversity and equity into new employee orientation.

**Assigned Lead(s)** Human Resources and City Manager's Office

## Measurements

- a. Completion in year 1 and effectiveness as shown in post-class evaluations.



*City of Eugene Amazon Pool*





*City of Eugene Human Rights  
Commission*

### Action Item – 2.4

Integrate cultural competence into standard City trainings.

**Assigned Lead(s)** Human Resources and City Manager's Office

#### Measurements

- a. Review of current curriculum will be completed in year 1.
- b. Competency guidelines will be completed at the end of year 2.
- c. Evaluations of classes in years 3, 4 and 5 will demonstrate effectiveness of these standards.

### Action Item – 2.5

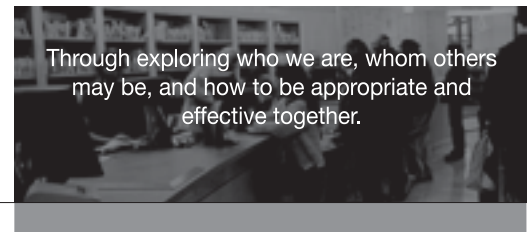
Increase City-wide language access and interpretation resources.

**Assigned Lead(s)** City Manager's Office and Equity and Human Rights Board

#### Measurements

- a. Review of current assets and resources completed by end of year 2.
- b. Plan presented to Executive Team in year 3 for approval.
- c. Implementation of approved plan begins in year 4.
- d. Survey target community members to track our progress toward greater access.

## How We Learn



Through exploring who we are, whom others may be, and how to be appropriate and effective together.

*The City has actively engaged in promoting and supporting diversity awareness for employees since the 1980s. The City's diversity program has evolved from isolated trainings, to a City-wide program with department diversity committees, to the Department Advisory Committee Board, to a City-wide Diversity Advisory Council, coordinated trainings, an office of Diversity and Equity, and a commitment from the City's Executive Management Team. These activities have underscored the importance of the diversity and equity to the City's mission, successes and opportunities, and the need for a strategic approach to guide the City's efforts towards excellence.*



*City of Eugene Staff*



*Cuthbert Amphitheater*

# A Message from City of Eugene Executive Team



*Back row: Jon Ruiz, Pete Kerns, Susan Muir, Sarah Medary, Kristie Hammitt, Kurt Corey.*

*Front row: Renee Grube, Glenn Klein, Randy Groves*

We are pleased that the City's Diversity and Equity Strategic Plan is now ready for distribution. As an executive team, we are committed to the goals and values embodied in the plan. We have supported the involvement of many staff from throughout the organization, we have tracked its progress, and we are dedicated to ensuring that it is now implemented and used to its maximum potential as a tool to guide our work. This five-year plan provides a practical roadmap for our continuing journey toward being the most inclusive, respectful, diverse and culturally competent organization we can be.

Many people in the City organization and in our community have given their best effort to create this plan. Now it is up to us. The responsibility to implement this plan and make it real belongs not only to those who drafted it, or to a few staff, but to all of us. Every one of us has a role to play. Each one of us has opportunities to reflect on how we do our work, to provide input, to be innovative, to be more inclusive.

The next step is for staff in every department and work group across the City organization to review the DESP carefully and to further refine and integrate actions into their own work plans. We know that the DESP will continue to evolve in this implementation process as people dig in and work with it, and that is how it should be.

We also know that we are accountable to each other and to the public to successfully respond to the changing needs of a diverse organization and community. The DESP provides us the tools to do that. We are grateful to all those who contributed to its development thus far, and to all of you who join us now as we move forward on this path together.

## **Executive Team Members:**

*Jon Ruiz, City Manager*

*Sarah Medary, Assistant City Manager*

*Glenn Klein, City Attorney*

*Kristie Hammitt, Central Services*

*Chief Randy Groves, Fire and EMS*

*Renee Grube, Library, Recreation and Cultural Services*

*Susan Muir, Planning and Development*

*Chief Pete Kerns, Police*

*Kurt Corey, Public Works*

# Workforce and Work Environment

***Achieve and maintain a workforce that reflects our community, and create a work environment that supports all employees.***

*We will develop tools, resources and processes that enable us to recruit, hire and retain a workforce that reflects our community as it continues to change.*

*We will be committed to having a positive and professional work place, and will take all necessary steps to ensure that the work environment remains productive for all who work here. We will make it our responsibility to treat everyone with courtesy, consideration and respect at all times.*

## Action Item – 3.1

Explore more flexible benefits plan that includes: childcare, flexible schedules, etc.

**Assigned Lead(s)** Risk and Benefits Study Group, Human Resources

## Measurements

- Review existing benefits, Administrative Policies and Procedures Manual policies and previous proposals with Benefits Study Group.
- Survey other organizations/best practices.
- May include Employee Survey to identify areas of focus.
- Develop recommendations to be presented to Joint Executive Division Managers (JEDM), Human Resources Board and unions for feedback and approval by the end of year 2.

## Action Item – 3.2

Create short-, medium- and long-term plans at department and division levels for developing internal and external “pipelines” for representative applicant pools that will lead to a well-rounded, qualified workforce.

## Assigned Lead(s)

Equity and Human Rights Board, Human Resources (Recruitment and Selection)

## Measurements

- Department work plans and Affirmative Action Plans reflect specific activities.
- Affirmative Action Plan measures will begin to reflect this work with changing numbers.

## Action Item – 3.3

Clarify and communicate internal process to manage employee conflict and complaints.

## Assigned Lead(s)

Human Resources (Employee Relations/Labor Relations, Performance and Development)

## Measurements

- Statistics on attendance at required trainings for Workplace Harassment /Respectful Work Environment class (under redesign).
- Development of review course for organization.
- Technology resource for employees to find easily – possibly connected to the New Employee Handbook.





*City of Eugene Recreation*

### Action Item – 3.4

Develop and implement an effective, culturally competent, internal communication plan.

**Assigned Lead(s)** Public information Team (PIT)

### Action Item – 3.5

Provide training to supervisors to ensure that employees have opportunities to make meaningful contributions to decision making.

**Assigned Lead(s)** Human Resources

### Measurements

- a. Employee Survey.

### Action Item – 3.6

Provide mandatory supervisor training on recruitment and selection, which incorporates conceptual and practical information supporting diversity goals.

### Assigned Lead(s)

Human Resources (Recruitment and Selection, Performance and Development)

### Measurements

- a. Used updated session at Supervisor Orientation 12/08.
- b. Revision of new extended course for supervisors by 12/09.
- c. Track implementation/attendance statistics.

### Action Item – 3.7

Develop a protocol and the support system to let managers know how to explore strategies to keep valuable employees when offered employment elsewhere.

**Assigned Lead(s)** Human Resources, Human Resource Advisory Board

### Measurements

- a. Development of protocol.
- b. Tracking of Exit Interviews data for voluntary exits reasons. Use this information to support improving options.
- c. Use of “stay interviews” information and development discussion information to identify what is working.

# Service Delivery

***Ensure that City services are accessible, inclusive and equitably provided.***

*We will continue to create a safe, welcoming organization. In planning, decision making and service delivery, we will consider the impacts of City operations and policies on community members. We also will become more nimble in responding to community needs and changes.*

## Action Item – 4.1

Re-structure Department Diversity Committees to ensure all department services and programs have cultural-specific knowledge that makes service and programs more effective.

**Assigned Lead(s)** Equity and Human Rights Board

## Measurements

- a. In year 2 plan for restructure presented to Joint Executive Division Managers (JEDM) team at annual diversity and equity meeting for approval.

## Action Item 4.2

Ensure that complaints from community members regarding discrimination and harassment are accepted and responded to.

**Assigned Lead(s)** City Manager's Office and Human Rights Commission

## Measurements

- a. Guidelines for response created by the end of year 2.
- b. System for tracking complaints reviewed and updated by year 3.
- c. Staff report number of cases and resolutions annually to Equity and Human Rights Board, Executive Team and Human Rights Commission.

## Action Item – 4.3

Incorporate procedures into emergency response plans to ensure the safety of vulnerable populations.

**Assigned Lead(s)** Risk Staff and Accessibility Staff

## Measurements

- a. Report of procedures and plans presented to Accessibility Committee for feedback at the end of year 1.



*City of Eugene Riverplay playground in Skinner Butte Park*



*City of Eugene police*

## Action Item – 4.4

Re-examine space, furnishings, layout, etc., of City facilities to ensure they are accessible and culturally inclusive.

### Assigned Lead(s)

Facilities, Department Diversity Committees, and Safety Committees

### Measurements

- a. Equity and Human Rights Board completes self-assessment tool by start of year 3.
- b. Three departments complete and report findings in year 3 and year 4. All departments complete process by year 5.
- c. Survey target groups.
- d. Use an “Inclusion Environments Assessment Team” to conduct audits of city facilities.



*Mayor Kitty Piercy*

# Communication and Engagement

**Communicate and engage openly, respectfully and effectively with the community.**

*We will incorporate an understanding of cultural differences into our communication within the City organization and with community members. We will support one another in using transparent processes that help achieve participation and understanding. Staff performance and development also will emphasize respectful, open communication characterized by effective conflict resolution.*

*We will strengthen democratic participation through our efforts to respect and promote the rights and responsibilities of community members and employees.*

*Through dialogue and outreach, we will ensure that people have opportunities to make meaningful contributions to decision making. We will actively invite participation from a broad range of people, especially those whose voices might otherwise go unheard.*

## Action Item – 5.1

Develop City-wide guidelines on engagement with the community.

**Assigned Lead(s)** Equity and Human Rights Board

### Measurements

- A task team will edit the Outreach Guide created by the University of Oregon's Community Planning Workshop's assignment and develop City-wide guidelines by end of year 1.
- Present City-wide guidelines to Equity and Human Rights Board, Human Rights Commission, and annual Joint Executive Division Managers (JEDM) for feedback and approval by end of year 2.

## Action Item – 5.2

Assess the effectiveness of the City's public engagement processes and structure and create a framework to ensure follow-up, relationship building, consistency, and coordination.

**Assigned Lead(s)** Equity and Human Rights Board and Public Information Team

### Measurements

- Inventory public engagement processes and develop a best practice and expectation guide by year 2.
- Guide materials will be presented at Joint Executive Division Managers (JEDM) level and to Human Rights Commission for approval in year 3.

## Action Item – 5.3

Offer training for departments for culturally effective outreach methods and develop department level culturally effective outreach plans and strategies.

**Assigned Lead(s)** Equity and Human Rights Board, Performance and Development

### Measurements

- An outreach training plan will be presented to Equity and Human Rights Board at the end of year 1 for approval. All departments will have completed outreach training by year 3.
- All departments will have reported their outreach plans to the Equity and Human Rights Board and at annual Joint Executive Division Managers (JEDM) by the end of year 4.



## Action Item – 5.4

Expand public information role to develop and implement an effective culturally competent, media and public information plan, incorporating accessibility, cultural and linguistic competency, and a community relations focus.

**Assigned Lead(s)** Public Information Team

### Measurements

- a. Audit of current practices will be completed by year 1.
- b. Findings of the audit will be used to develop benchmarks and a plan by the end of year 2.
- c. Plan will be presented to Equity and Human Rights Board, Human Rights Commission, and annual Joint Executive Division Managers (JEDM) for feedback and approval by year 3.

## Action Item – 5.5

Invest in new and emerging technologies to effectively enhance communications with our diverse populations.

### Assigned Lead(s)

Equity and Human Rights Board and Information Services Division

### Measurements

- a. A task team will audit current technology and its effectiveness by end of year 2.
- b. Develop a plan for investing in new technologies by end of year 3.
- c. Present those recommendations to Equity and Human Rights Board, Human Rights Commission, and Joint Executive Division Managers (JEDM) for feedback and approval by end of year 4.



*Asian Celebration, (CABA) Lion Dancers*

## Action Item – 5.6

Offer free trainings to community members about how the City works and the services it provides.

### Assigned Lead(s)

City Manager's Office, and Neighborhoods Program and Human Rights Commission

### Measurements

- a. Training series will be created by end of year 1. Survey from participants will report high satisfaction with the program.
- b. Commissions and Board members will also be offered modified training appropriate to their work.



*City of Eugene Fire Department*



*City of Eugene Recreation*



*City of Eugene Emergency Response Team Training*

# How We Interact

With respectful, open, team-centered, results-oriented, collaborative, creative, flexible behaviors that promote work/life balance, inspire community engagement and mediate conflicts.

# A Message from the Diversity Advisory Council



*City of Eugene Oakmont Park*

The City of Eugene has committed to diversity, social equity, and human rights for a long time. The Diversity Advisory Council (DAC) has been the lead staff group on many diversity-related items for the past 10+ years. The council represented leaders from all over the organization who came together to develop policies like the Respectful Work Environment Policy and sponsored citywide training opportunities with nationally known speakers.

The impact of this council's legacy can be felt in many parts of our organization. We are extremely grateful to the current and past members of the DAC for their dedication, service and leadership, and we recognize the vital role the DAC has played in laying the foundation for implementation of the Diversity & Equity Strategic Plan. In May 2009, the DAC made a recommendation to the executive team to sunset itself, and proposed a new structure for the path forward.

In August 2009, a new, staff-led board will begin its work for our organization and community. The Equity & Human Rights Board provides leadership, review and policy recommendations on City practices that ensure and promote access, equity, diversity, and human rights. For more information on the new board, please visit our SharePoint site or email at **[accessandequity@ci.eugene.or.us](mailto:accessandequity@ci.eugene.or.us)**.

Diversity and equity in Eugene cannot be achieved by any one of us alone or any small group. We need people in the organization and community to work together with the new Equity & Human Rights Board. The Diversity & Equity Strategic Plan is only a part of our journey, and we still have much to do—but, with your support, we will continue to make the City organization and our community even safer, more welcoming and vibrant.

Our Diversity Advisory Council over past two years has included many City staff, including:

Shawna Adams	Troy Kreger
Connie Bennett	Holly LeMasurier
Jan Bohman	Jason Mak
Lauren Chouinard	Char Mauch
Willy Edewaard	Terrie Monroe
Joann Eppli	Doug Mozan
Andy Fernandez	Ken Neubeck
Lorna Flormoe	Laura Niles
Kristie Hammitt	Dal Ollek
Alana Holmes	Keli Osborn
Becky Hopkins	Lynn Reeves
Erik Humphrey	Denise Smith
Karen Hyatt	Raquel Wells
Francisca Levya Johnson	Becky Wheeler
Janie King	Joanne White

# Measurement and Accountability

**Measure our performance to ensure our efforts effectively lead toward established goals.**

*We will establish sensible, meaningful ways to measure our efforts and regularly report our progress to employees and community members. Each of us will take responsibility. We will share our successes, learn from our failings, and continuously improve through evaluation, dialogue and renewal. As we achieve results, we will foster recognition within the organization, our community, and at regional and national levels.*

**Action Item – 6.1** Assess the effectiveness and capacity of the current diversity system structures (Equity and Human Rights Board, department Diversity Committees, and training) to support the implementation of the Diversity and Equity Strategic Plan.

**Assigned Lead(s)** Equity and Human Rights Board and Service Improvement staff

## Measurements

- Restructure and assign department Diversity Committees to regularly monitor, assist with, and advocate for implementation of the plan by end of year 1.
- Connect and integrate this plan's goals into the organization's triple bottom-line tool in year 1.
- Develop benchmarks and collect associated data to determine the impact of plan implementation.

**Action Item – 6.2** Include diversity indicators, benchmarks and best practices into department-annual reports.

**Assigned Lead(s)** Department Committees

## Measurements

- By the end of year 1 each department will complete a specific department plan for integration of Diversity and Equity Strategic Plan goals.

## Action Item – 6.3

Publish and disseminate an annual report to share plan progress with City staff and the community, and provide the annual report to the City Council.

**Assigned Lead(s)** Equity and Human Rights Board

## Measurements

- Develop recognition plan within the organization, our community, and at regional and national levels.
- Pursue national and regional recognition and awards for City diversity programs.

**Action Item – 6.4** Factor diversity initiatives into the budget mechanisms.

**Assigned Lead(s)** Executive Team and City Finance Team

## Measurements

- By FY12 mechanism will be developed for implementation into future budget processes.



City of Eugene Public Library



# What is Next?

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*This plan begins July 2009 and will end June 2014. For the first year we will do the following:*

- ◆ Organization and provide Community Outreach.
- ◆ In August, hold the first Equity and Human Rights Board meeting.
- ◆ In first 6 months, Assigned Leads will complete a review of their action items and develop workplan for implementation.
- ◆ By June 2010, Departments will have created and presented department-level strategies to integrate the 6 main goals on page 11.
- ◆ Equity and Human Rights Board will provide on-going communication with the organization and community to report the progress being made.



*City of Eugene Public Works Parks and Open Space Volunteers*



# Frequently Asked Questions

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As the first step, the City solicited feedback from employees, community members, and an outside diversity consultant to assess successes, barriers, and opportunities. Based on the information provided, the City adopted a vision of equity and diversity, which recognizes diversity and equity are the cornerstones of excellence in public service and a capable workforce. The feedback confirmed both a commitment to diversity and equity and a need for a more strategic and coordinated program to better align the City's mission and vision into the work the City does.

## Why did the City of Eugene consider the creation of this Plan important?

As a municipal government, we recognize our position of power and privilege and the influence of our actions on our community. The City is committed to recognizing, valuing, and responding to the needs of a wide range of individuals who look to us for assistance. In order to provide effective service, every City employee must understand how to respectfully interact with every community member.

## Hasn't the City already dealt with diversity and equity?

The City has made good progress, as evidenced by the thoughtful development of this Plan, but this work will never be done, because of the constantly changing social environments.

## How was the Plan created?

The citywide Equity and Human Rights Board (DAC) worked closely with the City's Executive Managers, Division Managers and Diversity Committees. The City Council then approved funding to hire the University of Oregon's Community Planning Workshop to conduct a successful outreach process to gather feedback from our under-represented communities. A timeline of the process is located in the Resource Guide.

## What is the purpose of this Plan?

By constantly learning about our community, evaluating our work, and adapting our approach to ensure that we continue to deliver quality services, we hope to create an inclusive and safe community where all people are empowered to live, work, and play—where individuals are respected and valued for their unique contributions.

## What will this Plan do for me?

City employees will get a better understanding of the City's goals and expectations, and be provided with strategies, tools and resources to better meet the diverse needs of our community. For Community Members, the Plan clarifies the City's goals and expectations and provides a framework for collaboration and for addressing issues of concern.

## What makes this Plan different from all the other City plans?

It is a part of the City Council's Race Goal, which is intended to enhance understanding of race issues and improve community relations. Specific Actions designed to help the City and community work together more effectively will be constantly measured for continued maximum effectiveness.

## How will this Plan be put into action and by whom?

The columns titled "Assigned Leads" show the City group responsible for handling and reporting on each Action Item. Progress will be reported to the Equity and Human Rights Board, which will in turn report to the City Council and the Executive Managers annually.

## What should I do if this plan does not address something that is important to me?

Diversity is complex, and we lack sufficient resources to cover every aspect adequately. To be most effective, we must first address the areas of greatest need, which have been determined by gathering input from a wide variety of individuals and groups. We do, however, welcome your input, so if you have any questions, suggestions or comments, please contact the Equity and Human Rights Team at 682-5177.



*Photo courtesy of Patricia Cortez*

# You're Invited to Help Implement the Plan.....

What can you do to help?



*City of Eugene Summer Concerts  
in the Park*

Get involved with department level implementation or community groups working on these issues.

Contact the Equity and Human Rights Board

**541.682.5117**

**[equityandhumanrightscenter@ci.eugene.or.us](mailto:equityandhumanrightscenter@ci.eugene.or.us)**

Share any Suggestions & Concerns

Email or call in issues with accessibility, equity, hate crimes, and acts of bias.

**541.682.5177**

**[equityandhumanrightscenter@ci.eugene.or.us](mailto:equityandhumanrightscenter@ci.eugene.or.us)**

Volunteer for the Human Rights Commission or any standing committee  
contact information for the Human Rights Commission is

**682.5177**

**[hrc@ci.eugene.or.us](mailto:hrc@ci.eugene.or.us)**

Participate in and Support Community Activities supporting diversity and equity.

Contact City Councilors

Let your Councilors know that you support diversity and equity projects.

**541.682.5010**

**[mayorandcc@ci.eugene.or.us](mailto:mayorandcc@ci.eugene.or.us)**

Get involved with your Neighborhood Association, for more information:

**541.682.5009**

**[michael.j.kinnision@ci.eugene.or.us](mailto:michael.j.kinnision@ci.eugene.or.us)**

Contact the City of Eugene Access and Equity Team with questions

**541.682.5177**

**[equityandhumanrightscenter@ci.eugene.or.us](mailto:equityandhumanrightscenter@ci.eugene.or.us)**

**[www.eugene-or.gov/diversity](http://www.eugene-or.gov/diversity)**

# Resource Guide Contents

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For more information on the Resource Guide please contact:

**AccessandEquity@ci.eugene.or.us**

- ◆ Glossary of Key Messages and Terms
- ◆ Diversity and Equity Strategic Plan Process Timeline
- ◆ Action Items for Department-Level Implementation and Use
- ◆ Environmental Scan Information
- ◆ Roosevelt Thomas Report Executive Summary
- ◆ Diversity and Human Rights Consortium (DHRC) Memorandum of Understanding
- ◆ 2007 Human Rights City Project Presentation
- ◆ Community Planning Workshop – Community Outreach Report
- ◆ Accessible Meetings Guide
- ◆ Transgender Employee Resource Guide



*City of Eugene RiverPlay volunteers*



*City of Eugene Recreation*

City of Eugene  
777 Pearl Street  
Eugene, Oregon 97401  
541-682-5010



## **Diversity and Equity Strategic Plan**

*Edited by:*  
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*Public Works Administration*

*July 2009*